


Chapter 1

Marines – Ready Today – Relevant, Capable and Ready Tomorrow



As we enter the 21st century, the enduring value of the Marine Corps' strategic perspective and role mandated by the Congress remains more relevant than ever before. Once stable nation states are imploding. Ethnic hatred, religious strife and clan warfare serve as tinder for transnational events. Coupled with this is a radical shift in world demographics, economic interdependence, and technological diffusion. In short, it is a time of great uncertainty and instability. Today, Marines, together with the Navy, are uniquely suited to meet these challenges. Marines are a strong expeditionary, combined-arms force in readiness; forward, versatile, responsive to crisis; capable of sustained operations from the sea; and structured to enter forcibly, expand rapidly and fight decisively. But as good as we are today, the Marine Corps is dedicated to being better tomorrow. Innovation, ingenuity, and a willingness to adapt to changes on the emerging battlefield will take the Corps well into the century fully prepared to immediately project power and influence events anywhere to protect U.S. interests.

The 2001 Quadrennial Defense Review marks the sixth time in less than a decade that the defense establishment has embarked on a comprehensive reassessment of our strategy, forces, and resources. As we pursue efforts to streamline and update our capabilities for the world that lies ahead it is essential that our national strategy account for the fact that the United States is a maritime nation with both global responsibilities and interests. To protect and defend these interests, the complementary concepts of overseas presence and power projection should be imperatives of any U.S. strategy. In addition, to execute such a strategy, U.S. Forces must not only be militarily effective, but also politically useful across the widest possible range of operations. Forward deployed naval expeditionary forces are well positioned to satisfy these requirements. The 21st century will place a higher premium on their proven ability to mitigate uncertainties, ensure strategic balance and preserve America's global leadership.

As we confront the uncertain world of the 21st century, the Marine Corps' strategic and expeditionary posture remains sound and serves both as a guide for what the Corps does for the nation and a foundation for forging the Corps of the future. The **Marine Corps Vision** and **Marine Corps Strategy 21** build upon the Corps' unique core competencies of expeditionary readiness, versatile combined-arms operations and naval character to ensure that the Corps remains ready, relevant, and capable of providing superb forward presence and crisis response well into the century.

"A versatile, Expeditionary Force in readiness...A balanced Force for a Naval Campaign and a Ground and Air Striking Force...Always at a high state of combat readiness...Ready to suppress or contain international disturbances short of war...To be the most ready when the nation generally is least ready."

*House Armed Services Committee
Congress of the United States, 1952*



The background of the entire page is a faded, grayscale photograph of Marines in action. In the upper left, a portion of the American flag is visible. Below it, several Marines are seen from behind, wearing helmets and carrying equipment, as they move through a rocky, uneven terrain. The overall tone is serious and emphasizes the operational nature of the Marine Corps.

Marine Corps Vision

As the premier expeditionary “Total force in readiness,” the Marine Corps will be tailored to answer the nation’s call, at home or abroad.

Opportunities and challenges in the world’s littoral regions will increase America’s reliance on the continuous forward presence and sustainable maritime power projection of naval expeditionary forces. Those forces will promote national interests, influence vital regions, and fight and win the nation’s battles.

The Marine Corps will enhance its strategic agility, operational reach, and tactical flexibility and enable Joint, allied, and coalition operations and interagency coordination. These capabilities will provide the geographic combatant commanders with scalable, interoperable, combined-arms Marine Air-Ground Task Forces (MAGTFs) to shape the international environment, respond to the complex spectrum of crises and conflicts, and gain access or prosecute forcible entry operations.

Fundamental to this vision, we will...

- ✓ Make America’s Marines to win the nation’s battles and to become tomorrow’s civic leaders.
- ✓ Optimize the Corps’ operating forces, support and sustainment base, and unique capabilities.
- ✓ Capitalize on innovation, experimentation, and technology.
- ✓ Sustain our enduring relationship with the Navy.
- ✓ Reinforce our strategic partnerships with our sister Services.
- ✓ Contribute to the development of Joint capabilities.

As we have since 1775, the Marine Corps will stand ready to promote global stability and to defeat our nation’s foes.

Today's Vision – Tomorrow's Reality

“ By far the most powerful means for dealing with planning uncertainties is through what has become generally recognized as vision. An institutional vision, by clarifying ‘an organization’s essential sense of identity and purpose,’ can resolve many uncertainties by making them irrelevant or inconsequential to the institution’s sharply defined purposes...”

*Carl Builder and James Dewar
Parameters, 1994*

The Marine Corps vision — rooted in our traditions and proven capabilities, yet reflective of emerging requirements of this new era — serves several purposes. It states in fundamental terms who we are, what we will be and, most importantly, provides a unifying statement of our strategic challenges, opportunities, and priorities (see facing page). Further, it guides our institutional efforts and provides a durable and flexible expression of how we view tomorrow. The Marine Corps vision does not prescribe radical change or mandate wholesale transformation - with good reason. Today's Corps continues to provide the nation an expeditionary total force in readiness that is versatile, adaptable, and powerful. Our long history of successful innovation and experimentation bear witness to our willingness to embrace change to ensure our continued viability. Consequently, thanks to the foresight of past visionaries, we have not been compelled to change direction and reinvent ourselves to meet emerging challenges. Through the campaign outlined in ***Marine Corps Strategy 21***, we will continue to aggressively exploit and evolve today's highly capable Marine expeditionary forces and, at the same time, realize the benefits of steady investments in new capabilities emerging from advanced technology that will produce a dramatic increase in the Corps' combat power. This approach will enable the Marine Corps to remain the nation's premier expeditionary force while preparing to meet the complex challenges of tomorrow.



Figure 1–1

Marine Corps Strategy 21

Marine Corps Strategy 21 describes our axis of advance into the 21st century and focuses our institutional efforts and resources toward a common objective. It is by design a broad axis that will permit adaptation to the complex challenges adversaries pose in the domestic, international, and physical environments. Drawn from the strategic guidance contained in the ***National Security Strategy***, ***National Military Strategy***, ***Joint Vision 2020***, and ***Forward...From the Sea***, and incorporating the Marine Corps' vision and warfighting philosophy, ***Marine Corps Strategy 21*** provides the framework necessary to build a highly capable future Corps. Building upon its core competencies and heritage of operational excellence and capitalizing on technology, the strategy describes the direction in which the Marine Corps will evolve today's capable force into a future force with enhanced capabilities.

Figure 1–1 shows the major elements of the campaign plan for achieving a Marine Corps forged to meet future contingencies. To focus and unify efforts, the Marine Corps' vision and strategy identify the critical goals required to enhance the Corps' strategic ability, operational reach, and tactical flexibility. Warfighting concepts support our overarching Expeditionary Maneuver Warfare concept and provide the operational context for the development of enhanced capabilities. These efforts will guide the evolutionary process of experimentation, and enable effective exploitation of innovative concepts and

technology, for which the Marine Corps has a long and distinguished heritage of achievement. Together, the vision and strategy will touch every aspect of our Corps and, most importantly, promote a synergy of effort to ensure that the Marine Corps remains prepared and capable for future conflict.

Strategic Environment

The 21st-century security environment will be characterized by instability and conflict, dynamic political alliances, and shifting economic power. Navy and Marine Corps expeditionary forces — integrated air, land, and sea combined-arms units — are ideally suited to meet these challenges. They are powerful instruments of national policy and provide the National Command Authorities with a multitude of diplomatic and military options to support U.S. foreign policy initiatives.



Figure 1-2

The Challenge – An Uncertain Future

Today, regional powers, rogue elements, and non-state actors pose both conventional and non-traditional security challenges. Regional and internal instability will create situations where ethnic, economic, social, and environmental stresses accentuate violence. Multiple belligerents and a blurring of the distinctions and national affiliations among terrorist groups, sub-national factions, insurgent groups, and international criminals will create an environment where a direct attack is often the least likely course of action. Further, weapons of mass destruction, terrorist acts, and information attacks will exact an inordinate price for small lapses in intelligence collection or operational planning. As an expeditionary, task-organized, combined-arms force, we are prepared to promote peace and stability or, if required, defeat our nation's adversaries across the entire spectrum of conflict. Figure 1-2 depicts challenges of the future.

The Opportunity – Flexible, Adaptive Naval Forces

To meet the threat demands of the new century, the National Military Strategy (NMS) calls for flexible and multi-mission capable forces to respond to the full conflict spectrum. Furthermore, it stresses the need for Joint Forces that can address multiple small scale contingency operations, and that are able to transition rapidly from peacetime operations to full scale conflict. Naval — Navy and Marine Corps — expeditionary forces are ideally suited to meet these requirements today, and will be more so tomorrow. Marine Corps Strategy 21 fosters an organization that is proactive and adaptable and that can take advantage of opportunities, overcome challenges, and prudently employ the men, women and resources entrusted to it.

As the nation's premier expeditionary total force in readiness, the Marine Corps is prepared to operate anywhere our national interests require. As the leading element within a Joint Force, our forces can respond to any level of conflict in the execution of National Command Authorities taskings. Because the Navy-Marine Corps team operates from the sea, we are less encumbered by the political constraints often encountered by forces tied to land-based infrastructure. The only invitation we require to move to a crisis area is a request from the geographic combatant commander and an order from the National Command Authorities. Amphibious and maritime prepositioning forces play an ever-increasing role in supporting the attainment of our national objectives while protecting our national interests. As our operational reach increases so does the depth and degree to which we can influence events ashore. Whether supporting stability through forward presence and engagement, reducing human suffering due to natural or man-made disasters, or winning battles, our unique capabilities offer the nation an unparalleled ability to seize opportunities and respond to challenges. Finally, as the number of overseas bases declines and the number of U.S. military



personnel permanently stationed overseas dwindles, exploiting the versatility, sea-based agility, and rapid responsiveness of Navy and Marine Corps forces becomes an imperative.

Also required by the NMS are forces that can effectively operate as part of a larger Joint Force. The Marine Corps is ideally suited for Joint, allied, and coalition warfare. With our experience in coordinating the multidimensional elements of our air-ground task forces and our close relationship with the Navy, Marines understand the need for, and the synergy behind Joint and multinational operations. Further, Marine Corps Strategy 21 fully supports Joint Vision 2020 which guides the evolution of capabilities across all Services toward a single goal: full spectrum dominance.

Core Competencies – The Building Blocks

The Marine Corps provides forces capable of successful forward presence and power projection operations. The Corps' primary role is to provide operating forces of combined-arms, including integrated aviation and logistical components, for service as part of a naval expeditionary force. Our established success in this role is critically dependent upon unique Marine Corps competencies. Enhancement of these "building blocks" of capability is the primary means by which the Corps will achieve the objectives of the vision and meet future security challenges.

Ready to Fight and Win: Every Marine and Marine unit is ready to rapidly task-organize, and deploy, from CONUS or while forward deployed, to respond to and contain crises or, if necessary, to immediately engage in sustained combat operations.

Expeditionary Culture: Marines are prepared to deploy into diverse, austere, and chaotic environments on short notice and accomplish assigned missions using our unique command, control, and logistic capabilities to operate independently of existing infrastructure. These unique capabilities allow Marine units to either lead or enable Joint, allied, or coalition operations, and interagency coordination.

Combined-Arms Operations: Marines fight as air-ground task forces — integrated organizations of air, ground, and logistics forces under a single commander. The MAGTF commander fights a single battle that unites and enhances the capabilities of his force, whose synergistic whole is exponentially greater than the sum of its parts.

Task-Organized: MAGTFs provide combatant commanders with forces that are tailored to meet specific mission requirements from forward presence and peacetime engagement to sustained operations ashore in a major theater war. Every MAGTF represents a reservoir of scalable combat power for today's fight combined with the ability to reconfigure rapidly, based on a changing situation, to provide the right force for the next mission/fight.

Reserve Integration Expertise: Ready, rapidly responsive Marine Reserve forces are a vital part of the Marine Corps and provide depth, flexibility, and sustainment. They are fully integrated into the active forces for mission accomplishment across the complex spectrum of crises and conflicts.

Forcible Entry From the Sea: Together, the Navy and Marine Corps provide the nation with its primary capability to project and sustain power ashore in the face of armed opposition. Amphibious forces reinforced, if required, by maritime prepositioning forces allow the United States global access to protect our interests and reassure allies that we have the ability to come to their aid.

Marines are Naval in Character: In customs, traditions, and language, the Marine Corps' heritage and future are tied closely to the Navy. We are equally at home ashore or afloat, in combat, or in other expeditionary operations.

Joint Competency: Whether first on the scene, part of, or leading a Joint or multinational force, Marines instinctively understand the logic and synergy behind Joint and combined operations. Based on our experience operating as combined-arms, multidimensional MAGTFs, Marines readily integrate into, and operate as part of, a Joint or multinational force.

Operational Competencies: The Marine Corps' unique operational capabilities of responsiveness, tactical flexibility, interoperability, lethality, and staying power have allowed it to excel on the battlefield for over 50 years. They will continue to provide a sound foundation for the development of capabilities necessary to prevail on the complex battlefields of the future.

The Way Ahead

Marine Corps Strategy 21 established three major goals to achieve the objectives of our vision.

- Making America's Marines — To win our nation's battles and create quality citizens.

- Optimizing the Corps' operating forces support and sustainment base.
- Capitalizing on innovation, experimentation, and advanced technology.

Associated with each of these goals are a number of desired “ends”. While the strategy does not delineate how we intend to achieve these “end states”, they are nonetheless critical to strategy development for they align people and activities with strategic objectives. In other words, the “end states” are an energizing force for moving the Corps forward. They identify opportunities for improvement, set directions, and provide a basis for developing supporting action plans tied to the strategy.

Making America's Marines

The Marine Corps has always understood that people, not machines, ultimately determine success in peace and war. Accordingly, the cornerstone upon which we will build our future expeditionary force in readiness is the worlds' finest military professional: the United States Marine. The following “end states” have been established to ensure continued development of highly capable, flexible, and adaptive Marines for tomorrow's battlefields.

- Recruit, develop, organize, and sustain a quality total force with the proper mix of educated and trained active and reserve Marines and civilian Marines.
- Create a dynamic training and education system that prepares Marines and Marine forces to succeed in the chaotic environment of the littorals.
- Make every Marine a rifleman.
- Strengthen trust, reward performance, accept mistakes and learn from them, enhance retention, and develop the full potential of our Marines and civilian Marine work force.
- Upgrade the quality of service and life for our Marines, their families, and our civilian Marine employees.
- Cultivate the best possible environment for training and ensure long-term access to U.S. and overseas training areas that provide capability for air, land, and sea maneuver, and seek to influence access to these types of training areas wherever Marine forces are or may be stationed or deployed.

- Strengthen and exercise integrated active and reserve training plans to enhance total force mobilization readiness.
- Create a distributed planning, training, and rehearsal capability for the MAGTF at the tactical and operational levels of war to include an enhanced amphibious capability.
- Expand our participation in science and technology developments to enhance the capabilities of the total force.
- Make America's Marines who remain quality citizens imbued with our core values of honor, courage, and commitment.

Optimizing the Corps' Operating Forces

From the decks of ships, to deep inland objectives, Marines deploy and operate as a combined-arms team — infantry, artillery, armor, combat engineers, logistics, and aviation. These Marine Air-Ground Task Forces (MAGTFs) are self-sustaining, rapidly deployable, and generate maximum combat power with minimum logistic support ashore. They operate effectively alongside other services as well as allied forces and are well prepared to significantly contribute to future Joint and combined operations. Marine Corps success in future combat is critically dependent on those capabilities and the “end states” below are designed to enhance and leverage these operational competencies.

- Provide combatant commanders with scalable, sustainable, interoperable, expeditionary, combined-arms MAGTFs — ready to fight and win America's battles — and shape the international security environment across the complex spectrum of crises and conflict.
- Enhance Marine Corps service component, functional component, and Joint Task Force (JTF) headquarters command and control capabilities to ensure procedural and equipment interoperability with Joint, allied, and coalition forces and interagency organizations.
- Enhance strategic response and operational reach to support and enable Joint, allied, and coalition operations and interagency coordination.
- Increase integration and interoperability with allied and coalition amphibious, land, and air forces.

- Enhance the MAGTF's interoperability with Joint and multinational forces through an efficient command and control system combined with a seamless, organic intelligence, surveillance, and reconnaissance capability linked to national and theater agencies.
- Expand capabilities to observe, visualize, and shape the operational area and to attack enemy critical vulnerabilities leading to the defeat of the enemy's operational and tactical centers of gravity.
- Enhance responsive, integrated, and balanced expeditionary fires leveraging improvements to organic surveillance, target acquisition, aviation, indirect fires, naval fire support, and Joint fires.
- Enhance capabilities to operate in urban and austere environments across the spectrum of conflict while simultaneously further reducing our dependence on existing infrastructure.
- Enhance and expand offensive and defensive information operations capabilities.
- Provide the Department of Defense with a fully integrated and coordinated Non-Lethal Weapons Program based upon flexible and selective engagement capabilities.

Capitalizing on Innovation, Experimentation and Advanced Technology

Throughout its history, the Marine Corps has been at the forefront of military innovation. Driven by the highest institutional standards and demands of the battlefield, Marines were instrumental in developing some of the most significant warfighting operational concepts, weaponry, and equipment of the last century, including maritime prepositioning, amphibious assault doctrine, close air support, non-lethal weapons and unmanned aerial vehicles. The following "end states" ensure that this innovative spirit continues to flourish and remains fundamental to the future health and readiness of the Marine Corps. Appendix B provides a detailed description of this innovative spirit.

- Evolve maneuver warfare tactics, techniques, and procedures to fully exploit the Joint operational concepts articulated in Joint Vision 2020.

- Evolve our warfighting concepts to enhance our ability to participate as partners in Joint and allied concept development and experimentation.
- Incorporate 21st century operational-level amphibious, maritime prepositioning, aviation, land mobility, maneuver, and sustainment capabilities into the operating forces.
- Ensure access to the littorals through evolving expeditionary operations (to include mine and obstacle countermeasures, naval surface fires, etc.), maritime prepositioning, national sealift, high-speed troop lift, and naval aviation capabilities.
- Provide expeditionary-based or -sited assets and forces capable of reinforcing and sustaining naval expeditionary forces in all phases of their operations. Network operational communications, information, and intelligence systems with Joint and allied forces and provide a global access capability to domestic and international information resources.
- Enhance experimentation to include ways to accomplish acquisition, logistic, and support tasks through technological innovations, out-sourcing, and other techniques.
- Provide rapid and precise distribution of tailored expeditionary logistics to the operating forces in any operational environment.
- Tailor our supporting establishment through enhancements to training and education, inventory management, engineering, maintenance, and infrastructure.
- Assess strategy-driven force structure alternatives.

Warfighting Concepts

Warfighting concepts are essential to the Marine Corps' development and are the primary means of creating and maintaining capabilities. They play a critical role in the achievement of future capabilities and the objectives of the Marine Corps' vision. Marine Corps force planning is comprehensive and covers how Marine forces organize, operate, and execute likely missions. These concepts provide an operational context for the evaluation of advanced technology and a basis for identifying required capabilities and the implementation of coordinated programs to develop those capabilities. In sum, Marine Corps warfighting concepts provide a coherent framework for systematically opening "new windows" to future Marine operational capabilities.

Expeditionary Maneuver Warfare

Expeditionary Maneuver Warfare (EMW) is the Marine Corps capstone concept for the early 21st century. Built on the twin pillars of our philosophy of maneuver warfare and our expeditionary culture, EMW prepares the Marine Corps to meet the challenges and opportunities of a rapidly changing world. The concept describes the evolving characteristics and capabilities that the Marine Corps will employ to promote peace and stability and to mitigate or resolve crises. More fundamentally, EMW provides an intellectual foundation that will influence how Marines, both individually and as an institution, analyze, understand, and formulate solutions across the spectrum of military operations. EMW continues the conceptual evolution begun with Operational Maneuver from the Sea (OMFTS) and serves three purposes:

- ‘Operationalizes’ the Corps’ vision of the future contained in ***Marine Corps Strategy 21***;
- Specifies necessary capabilities to organize, deploy, and employ Marine forces more rapidly and effectively than ever before; and,
- Describes the general manner in which the Marine Corps, in partnership with the Navy, provides America with a single integrated force that operates across the spectrum through *presence, engagement and crisis response*.

EMW describes the ‘axis of advance’ for future enhancements. In doing so, the concept focuses on:

- ***Strategic Agility***: to ensure rapid and fluid transition from pre-crisis state to full operational capability in any distant theater. This requires ready forces, sustainable and rapidly ‘tailorable’ for multiple missions or functions. They must be agile, lethal, swift in deployment, and always prepared to reconstitute or move immediately to the scene of an emergency or conflict.
- ***Operational Reach***: to rapidly project, support, and sustain relevant and effective power, in conjunction with other forms of national influence. This can be accomplished independent of host nation support and against distant objectives across the breadth and depth of a theater of operations.
- ***Tactical Flexibility***: to create an overwhelming tempo of action through synchronized application of effects and responsive and adaptive command and coordination. These effects will rapidly erode an enemy’s cohesion.

- **Support and Sustainment:** to enable the enduring expeditionary logistics capabilities of naval forces in order to project influence. This will be accomplished by optimizing our deployment support, force closure, force sustainment, reconstitution, redeployment, and strategic reach back capabilities.
- **Joint/Multinational Enabling:** to enable Joint, allied, and coalition operations (and inter-agency coordination) by blending the unique, combined-effects capabilities of Marine forces with complimentary capabilities of others. The forward presence posture and rapid response time of sustainable Marine forces provides unmatched enabling capabilities for the Joint Force Commander.

These enhancements will bolster our ability to reassure and encourage our friends and allies while we deter, mitigate, or resolve crises through speed, stealth, and precision.

EMW is underwritten by the Corps' philosophy of maneuver warfare and its long established expeditionary culture. As a warfighting philosophy, maneuver warfare emphasizes proactive thought and action, elevating the operational art beyond attrition. It calls for maneuver in time and space, combining speed with a bias for action, and wins by shattering an enemy's cohesion or by rapidly responding to a crisis to mitigate, or resolve its effects. The target is an enemy's center of gravity. Here, the 'enemy' need not always be an opposing force or nation. It can be a natural or man-made phenomenon resulting in humanitarian disaster that demands a response. In this case, the center of gravity may still be viewed as the critical element(s) of the challenge that must be addressed in order to mitigate its effects. This application of the maneuver philosophy allows the Marine Corps to respond with economy of force, yet provide a response that is both effective and appropriate.

Maneuver warfare ideally complements the Marine Corps expeditionary culture. It empowers a force to prevail against superior numbers; it enables expeditionary operations executed far from land-based support; and helps to overcome the constraints of time, distance, and strategic lift. Expeditionary Maneuver Warfare, as an intellectual approach, prepares Marines to out-think, out-maneuver, and out-fight enemies by embracing the chaotic nature of conflict. EMW teaches its practitioners not only to survive in chaos, but also to leverage it, using the uncertainty and friction of conflict as weapons.

Tenets of Expeditionary Maneuver Warfare:

- Focuses decision making and effects on an operational objective.
- Maximizes maneuver battlespace (air, land, and sea) through enhanced mobility.
- Generates overwhelming tempo and momentum through enhanced strategic agility, operational reach, and tactical flexibility.
- Pits strength against enemy weakness.
- Emphasizes intelligence, deception, flexibility, and sustainability.
- Promotes integration of organic, Joint, inter-agency, and combined effects.
- Provides a Joint/coalition enabler and force multiplier.
- Provides capabilities across the entire spectrum of operations.

Expeditionary Maneuver Warfare focuses on the arrangement of air, land, and sea into a seamless battlespace. Unlike traditional operations, EMW focuses on maximizing the effects of operations, rather than the mere destruction of an adversary's military forces or the mitigation of a single aspect of a humanitarian disaster. In doing so EMW builds upon existing concepts of organization, deployment, and employment, adapting them to the future strategic landscape. New organizational concepts will apply time tested methods of task organizing forces while tailoring them to meet the requirements of the mission and commander's intent in increasingly complex operations. Deployment concepts will expand to apply the most appropriate,

Expeditionary Characteristics:

- **Agility:** Worldwide responsiveness, enabling deployment to any environment.
- **Versatility:** Undertake a variety of missions, across the spectrum of operations.
- **Flexibility:** Shift focus rapidly, from one mission to an entirely different one, without the need to return to bases for refitting or retraining.
- **Speed:** Swiftly respond with sustainable power and maintain rapid operational tempo.
- **Forcible entry capabilities:** Identify, overcome, and penetrate an adversary's access denial strategy and systems.
- **Sustainability:** Continue operations indefinitely in an austere environment, devoid of "host nation support," and without reliance upon pre-existing infrastructure.

available means of achieving rapid force closure and sustainment, gaining operational advantage and increased tempo. Finally, expanding employment concepts will help determine the proper application of those forces to the challenge at hand — bringing military power to bear that ensures mission success in presence, engagement, and response. Figure 1–3 graphically shows the relationship of EMW to each of these concepts.

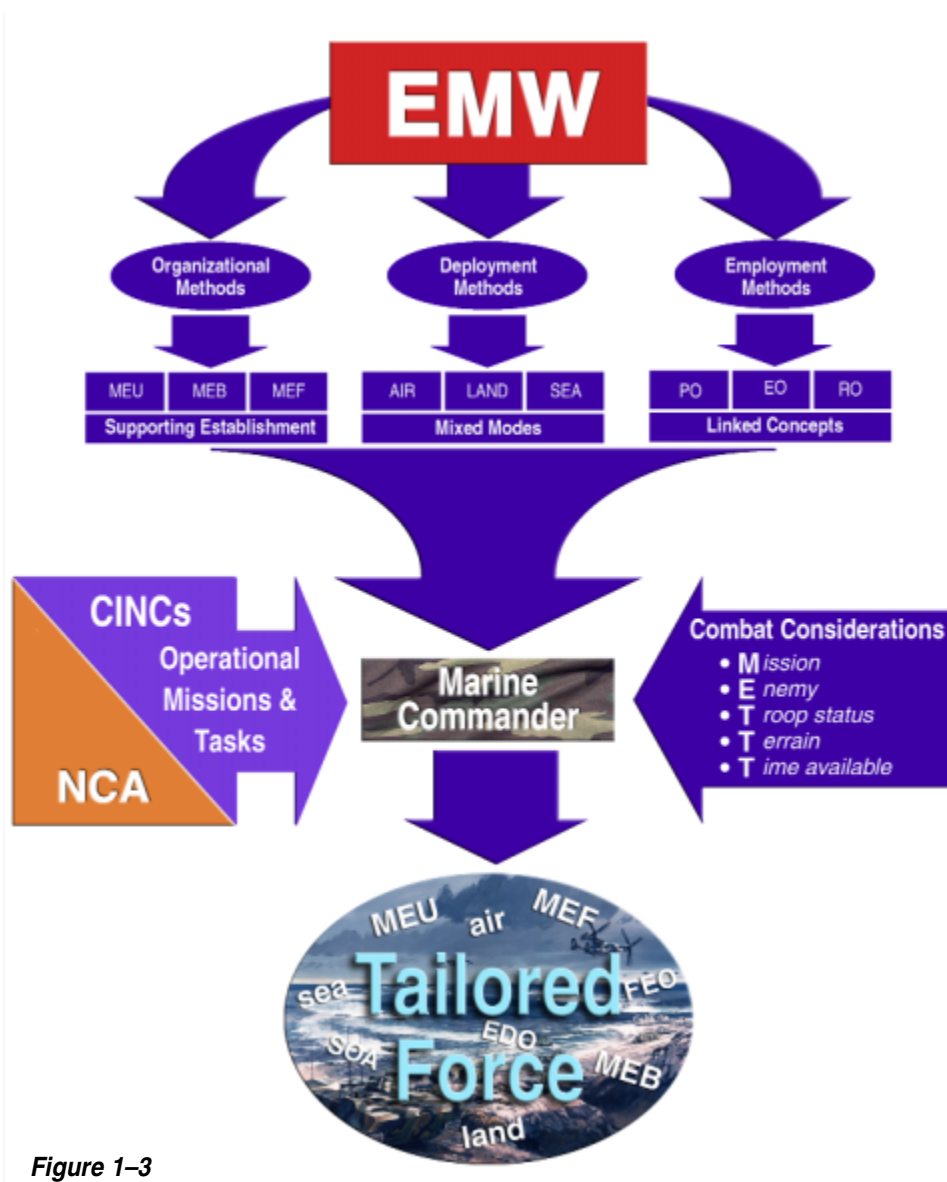


Figure 1–3

Organizational Concepts – Forming Marines for the Fight

The Marine Corps will primarily operate as Marine Air-Ground Task Forces (MAGTFs), integrated forces that include air, ground, and combat service support units under a single commander, delivering fires and achieving desired effects in support of mission objectives. The commanders of Marine Corps components provide unified commanders with scalable MAGTFs to project mobile, reinforceable, sustainable military power across the spectrum of conflict. Marine Corps Forces, Reserve provides ready and responsive Marines and Marine Forces for integration into MAGTFs to achieve mission accomplishment.

Composition. MAGTFs are comprised of elements that vary in size and composition according to the mission. They are specifically tailored for rapid deployment by air, land, or sea.

- **Command Element (CE):** The MAGTF headquarters task organized to provide Joint Force command and control, intelligence fusion, and crisis action planning.
- **Ground Combat Element (GCE):** Formed around ground elements that maneuver from expeditionary bases both afloat and ashore.
- **Aviation Combat Element (ACE):** Formed around aviation maneuver units employed from expeditionary bases both afloat and ashore.
- **Combat Service Support Element (CSSE):** Formed around tailored support units that provide the full range of combat service support functions and capabilities necessary to support the readiness and sustainability of the MAGTF as a whole.
- **Supporting Establishment:** The “fifth” element of the MAGTF. Our bases and stations provide direct and indirect support to the MAGTF as well as the means by which we develop, train and maintain a modern force. They are platforms from which we project expeditionary power and support the quality of life of our Marines and their families back home.

MAGTF Types. Marine Expeditionary Forces (MEFs) are task-organized to fight and win in conflicts including large scale contingency operations or major theater war. Marine Expeditionary Brigades (MEBs) are task-organized to respond to a full range of crises. They are our premier response force for smaller-scale contingencies so prevalent in today's security environment. Marine Expeditionary Units (MEUs) are task-organized to provide a forward deployed presence to promote peace and stability and are designed to be the Marine Corps' first-on-the-scene force. Special Purpose MAGTFs (SPMAGTFs) are task-organized to accomplish specific missions, including humanitarian assistance, disaster relief, peacetime engagement activities, or regionally focused exercises. Figure 1–4 shows how Marine forces can be organized to provide tailored capabilities for specific purposes.

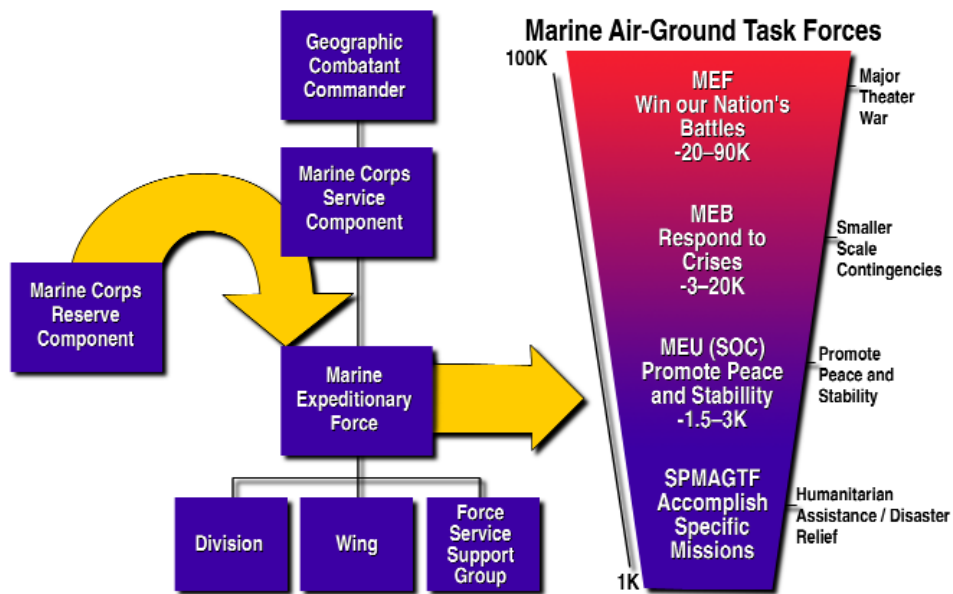


Figure 1–4

In addition to MAGTFs, the Marine Corps provides unique forces, such as Fleet Anti-Terrorism Security Teams (FASTs), Chemical/Biological Incident Response Force (CBIRF), and others to represent a continuum of response capabilities tethered to national requirements. Marine forces provide national decision makers with a variety of tailored presence, engagement, and response options.

Deployment Concepts – Getting to the Fight

Deploying Marine forces rely on our unique ability to use any combination of amphibious platforms, strategic sea and airlift, and prepositioning capabilities to rapidly project forces anywhere in the world. Linking strategic air and sealift with self-deploying aviation units and emerging advanced sealift will expand current capabilities. This will enable rapid force closure through arrival and assembly at expeditionary bases and sites both ashore and afloat. When further linked to an Amphibious Task Force, the interoperability of future amphibious and maritime prepositioning forces will allow for the projection of power and influence ashore to achieve desired effects throughout our entire operational depth.

To support future deployments, bases, seaports, and airfields will be optimized for greater throughput, and the distinction between Operating Forces and the Supporting Establishment will blur as all efforts are focused on one goal — dynamic power projection with greatly enhanced response times. To meet requisite response times, Marines will develop their situational awareness and planning capabilities while still in the deployment phase of operations. Marines will organize ‘on the fly’ — tailoring and refining the mix of capabilities they deploy to theater, even as they converge on the troubled area from other bases potentially far removed. The ability to carry out deliberate and dynamic collaborative planning; conduct virtual rehearsals; and coordinate naval, Joint, and combined battlespace shaping activities enroute to the objective area will enable Marines to move quickly and to operate immediately upon arrival. Eventually, arrival and assembly at forward expeditionary sites, either afloat or ashore, will create unprecedented operational tempo and speed of force closure, thus mitigating an adversary’s anti-access strategy and tactics.



Employment Concepts – Fighting and Winning

Crises are dynamic and chaotic. Lines between “fighting” and “helping,” once clear, are now often blurred. Future Marine forces will be capable of adapting to rapidly changing circumstances and undertaking multiple, simultaneous, or sequential operations without extensive retraining or refitting. Enhanced flexibility and reach allow Marine forces to transition rapidly from one circumstance to another and accomplish missions of like or dissimilar nature. To project power and influence Marine forces employ for presence, engagement, or response. The three are inter-related. Presence provides a mechanism for meaningful engagement and timely response; engagement can reduce the need for constant presence or crisis response; the ability to provide a decisive response gives credibility to both presence and engagement.



Forward Presence. The character of forward presence is evolving with the changing nature of U.S. global interests even in the face of reduced access to overseas bases. Although it is possible to influence world events from the continental United States (CONUS), advanced systems can never replace the person-to-person contacts, the human interaction, or the immediate impact of a visible and credible force *on location*. Forward presence rests upon the capability and willingness to act. Overseas presence extends American influence and supports national interests through promoting peace and stability by encouraging friends and deterring potential enemies. A visible forward presence, combined with other elements of national power, is the best means of influencing events in an area of interest.

Historically the U.S. has relied on forward naval presence to promote overseas interests. Today overseas access and basing rights are diminishing, a trend likely to continue into the future. Naval forces can provide sustained presence without having to occupy another nation's sovereign soil. Sea-based, self-contained, and self-sustaining naval forces are initially unconstrained by regional infrastructure requirements or restrictions by other nations and are always on-station/on-call for our national and theater commanders. Additionally, forward presence enables timely response and reduces the "tyranny of time and distance."

Whether serving in deployed units or U.S. embassies, Marines gain operational experience, regional familiarity, and cultural awareness. Through continued forward presence Marines build relationships and develop a shared understanding that facilitates close coordination with host nation, inter-agency, non-governmental organizations, and other entities. The location of a force influences its availability, sustainability, and suitability for a given mission. Marines serve as an on-scene deterrent and a tangible representation of America's commitment to regional peace and stability.

Engagement. In peace as in war, forward deployed Navy and Marine Corps forces are an important and visible part of the nation's engagement strategy. The future mandates forces that are able to thrive in the complex cultural, political, and economic crosscurrents that will determine the nature of future conflicts and crises. In this complex environment, advanced planning will increasingly require an in-depth understanding of an enemy's capabilities, intentions, and vulnerabilities. This understanding will expand our ability to define a wider set of effects that will influence the enemy's will and capabilities.

These unique capabilities make the Marine Corps ideally suited to support the individual theater commanders' engagement planning. For example, interaction with overseas counterparts through multinational training exercises, mobile training teams, and military-to-military exchanges provide a critical component of Commander in Chief (CINC) Theater Engagement Plans (TEPs). Theater CINCs must, in effect, accomplish their missions by overcoming time and space to bring together forces with requisite capabilities. Marines provide the capabilities from a posture of familiarity—either because they are on the scene, or have operated there before, alongside allies and coalition partners within the region.

Response. Naval forward presence and engagement operations are integral to effective crisis response. The lines between presence, engagement, and response are often ill defined. *Presence* and *engagement*

reflect proactive activities aimed at encouraging positive cooperation and deterring destabilizing behavior, while response is a reactive operation that mitigates or resolves crises. The Navy-Marine Corps Team must continue to be ready to respond rapidly to crises with little or no warning.

The Marine response will focus on timeliness, 'tailorable' and scalable force packages, projection of relevant power, and the ability to conduct simultaneous and sequential operations to achieve desired effects. Inherent will be the ability to support and sustain any sized Marine force over unprecedented distances using a combination of speed, stealth, and precision from land or sea expeditionary bases and sites.

Navy and Marine forces are uniquely suited to provide the initial capability to enable a wide range of Joint and combined operations and to support interagency activities. Marines can either lead the JTF or provide integrated forces. Once employed these same forces can be quickly augmented to engage in extended operations.



The MAGTF, as part of a larger Naval force, is the Joint Force Commander's primary response option to resolve the littoral access denial challenge. One of the most valuable features of MAGTFs is their capability to conduct forcible, early-entry operations, even against adversaries determined to deny entry to our forces. Using organic combined arms and leveraging complementary capabilities from other air, land, and space forces, naval forces will locate and penetrate vulnerable seams in enemy access denial systems, then close rapidly on critical objectives to achieve decisive results or enable the introduction of follow-on Joint, allied, or coalition forces. Naval

forces can also react to natural or man-made disasters, containing the initial effects, and if necessary, enabling larger scale forces task-organized to the specific requirements of resolving the situation. Naval forces also enable coalition forces by providing intelligence, logistics, and communications support that enhance success of coalition-led operations around the world.

Beyond presence, engagement, and enabling roles, naval forces provide a potent warfighting force to the theater CINC. Marines can seize and defend air and seaports of debarkation, intermediate staging bases, strategic "hub" ports, enabling airfield operations, and other key nodes. Once the requisite Joint forces and/or multinational forces are employed, Marines can re-deploy and re-engage in another time and place at the Joint force commander's choosing. The MAGTF can also serve as an integrated operational maneuver element combining rapid action with precisely delivered effects to disrupt the enemy's tempo and cohesion.

Expeditionary Maneuver Warfare establishes a design for the Marine Corps to meet the challenges of the 21st century. Achieving the full promise of this concept will require the continued development of speed, stealth, and precision. Developmental efforts for EMW must focus on enhancing key fundamental capabilities across a broad range of military operations from major theater war to humanitarian assistance. These improved operational methods together with emerging technology will enhance the inherent responsiveness and flexibility of the MAGTF, and enable an expanded role for the Marine Corps in future stability and power projections operations.

Marine Corps Experimentation

Making the Marine Corps vision a reality requires effective exploitation of innovative concepts and technologies which will enable Marine forces to be more responsive, more precise, better protected, and more easily sustained. To achieve these objectives, integration of concept development with experimentation efforts is necessary to explore new concepts, promising technologies, and the synchronization of Joint solutions. The Marine Corps Warfighting Laboratory (MCWL), established in 1995, plays an important role in these activities. Through concept-based experimentation, it systematically learns not only from real world operations, but also from experiments using wargames,



computer-assisted simulations and field trials that replicate future operational capabilities and conditions. The Lab is aggressively pursuing new concepts in five areas: Asymmetric Warfare; Reconnaissance, Surveillance, and Target Acquisition; Military Operations in Urban Terrain; Command and Control/Information Technology; and Prototype Transition to Acquisition. The more promising initiatives that emerge from these efforts will be passed on to the Marine Corps requirements and acquisition communities for further refinement or fast-track implementation into the force.

In anticipation of the many challenges facing the Marine Corps in the century ahead, the Lab formulated an initial Five Year Experimentation Plan (FYEP). To date, two of the three FYEP phases have been completed. The first, Hunter Warrior, examined small unit enhancement for the dispersed, extended battlespace. Urban Warrior, the second phase, examined operations in cities and urban environments, and was completed in March 1999. Capable Warrior, the last phase, builds on the lessons learned from the previous projects. Its purpose is to develop or find technologies, tactics, techniques and procedures that can enable sea-based expeditionary maneuver warfare in the future.

Another aspect of the FYEP is the effort to harmonize Marine Corps initiatives with the other service capabilities, where possible, and develop Joint solutions, where necessary, to assure future Joint Force commanders have the tools needed to meet operational challenges. Specifically, Capable Warrior will involve extensive Joint experiments with the Army, addressing military operations in urban terrain; and the Navy, concerning communications connectivity. Furthermore, a comprehensive program of four experiments has been structured to ensure Marine Corps connectivity and interoperability with our sister services and coalition partners. In sum, the lessons learned from these experiments will permit the Marine Corps to take major steps toward achievement of the Marine Corps vision.



Realizing the Vision

Today, the Marine Corps is healthy and capable of executing its mission. As the nation's force in readiness, near term readiness is by necessity a first priority. For almost a decade, however, declining defense resources have prohibited us from adequately preparing for the future by forcing us to fund near term readiness at the expense of essential procurements and supporting establishment programs. Realization of the Marine Corps vision and the achievement of tomorrow's capabilities will require an appropriate level of investment and a modest increase in the Department of the Navy top line.

Despite many challenges, the Marine Corps is primed for the future and is on a modernization track that, if realized, will achieve its vision and dramatically enhance its strategic agility, operational reach, and tactical flexibility. In the 2008 timeframe, Marines will benefit from the revolutionary MV-22 Osprey tilt-rotor aircraft and the high-speed Advanced Amphibious Assault Vehicle (AAAV). Along with the Landing Craft, Air Cushion, the MV-22 and AAAV will significantly enhance MAGTF capabilities. We are also prepared to field a new generation of modern ground equipment to include the High Mobility Artillery Rocket System and the lightweight 155 mm Howitzer. Further, our Aviation Combat Element will receive the Joint Strike Fighter, a truly Joint weapon system that can be operated from expeditionary airfields, amphibious ships and aircraft carriers. Finally, we are ready to improve our Combat Service Support Element with systems like the Medium Tactical Vehicle Replacement and the HERCULES recovery vehicle. Capitalizing on these opportunities and achieving the promise of tomorrow will require adequate resources. At the request of the Congress, the Marine Corps has identified approximately a \$1.8 to \$2.0 billion per year requirement for critical unfunded priorities. Such an investment would enable realization of the objectives of the Marine Corps vision and provide a profoundly modernized Corps with an enhanced level of readiness.

As the world's wealthiest nation, in the midst of unprecedented economic growth, we have the means to ensure the security and prosperity of future generations of Americans. Additionally, we have a commitment to global leadership that we must not shirk. Therefore we must seize this opportunity and prudently increase defense resources to ensure the vitality and modernization of our forces.

